



2015

A Year In Review

Magazine of the Fayetteville State University
SCHOOL OF BUSINESS AND ECONOMICS



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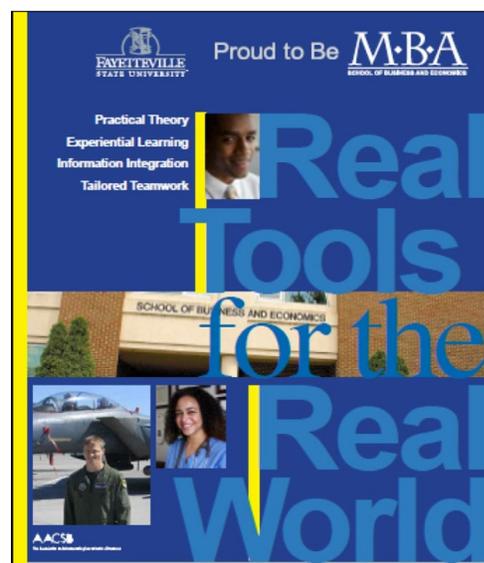
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Pamela Jackson, PhD
Dean, School of Business and Economics

I would like to begin by thanking Dr. Assad Tavakoli for his eight years of service as Fayetteville State University's Dean of the School of Business and Economics (SBE), and I would like to congratulate him on being named the SBE's W.T. Brown Distinguished Professor of Economics. As you will see from the article in which he is featured, Dr. Tavakoli has done much to contribute to the success of the SBE and the University.

As Dean, I am pleased to report that the SBE is increasingly considered a crown jewel for our University and for our region. We are committed to helping our students, faculty, and community members achieve their dreams of academic and business success, and that commitment has resulted in students launching successful careers, faculty being recognized for their teaching and research, and community members getting the support they need to propel their businesses forward.

The hard work of our faculty and students continues to earn many accolades, including ranking by U.S. News and World Report as one of the top 4 online MBA programs in the state of North Carolina and one of the top 100 in the nation. But I am particularly proud of being designated as The Most Affordable AACSB-Accredited Online MBA program in the United States by BestMastersDegrees.com. These recognitions are a testament that our investments in faculty and in technology have positioned us well to offer exceptional value to our students.

Going forward, we are actively engaging with business people in our community to make sure our curriculum meets the needs of employers. We are also working hard to expand student access to valuable internships, real-world, extra-curricular learning opportunities, entrepreneurial support, and well-compensated careers. As you will see in the pages of this magazine, for those willing to go for it, we have much to offer.

Thank you for being a part of the Fayetteville State University SBE community. We are here to help you be successful.

Awards and Recognitions



US News & World Report: FSU Online MBA Program
Rated #90 in U.S.

www.usnews.com/education/online-education/mba/search?name=Fayetteville+State+University?program=mba&name=Fayetteville+State+University&sendname=t



BestMastersDegrees.com: FSU Online MBA Program
Rated #1 in U.S. for Affordability Among
AACSB Accredited Institutions

www.bestmastersdegrees.com/top/affordable-aacsb-online-mba-programs



TopMastersInHealthcare.com: FSU MBA Healthcare
Concentration Rated #13 in U.S. Among Affordable,
Selective Institutions

www.topmastersinhealthcare.com/best/affordable-selective-colleges-healthcare-management/



Affordable Colleges Online: FSU Online MBA Program
Rated #47 in U.S. Based on Affordability, Flexibility, and
University Prestige

www.onlinecourseport.com/50-best-online-mba-programs/



Online Course Report: FSU Online MBA Program
Rated #50 in U.S. Based on Affordability, Flexibility, and
University Prestige

www.onlinecourseport.com/50-best-online-mba-programs



OnlineMBA.com: FSU Online MBA Program
Rated #22 in U.S. Based on Combination of Affordability
and U.S. News & World Report Ranking

www.onlinemba.com/



Princeton Review: Best 296 Business Schools, Based on
Surveys of Students and Administrators and School Profiles

www.princetonreview.com/business-school-ranking/best-business-schools



Social Science Research Network (SSRN): SBE Faculty
Ranked #64 in U.S. Based on Downloads of Paper

www.ssrn.com/en/

Fayetteville State University Recognized with Top Honors at PBL National Leadership Conference in Chicago

Future Business Leaders of America-Phi Beta Lambda (FBLA-PBL) held its PBL National Leadership Conference in Chicago on June 24–27, 2015.

Participants from across the United States attended this exciting conference to enhance their business skills, expand their networks, and participate in more than 55 business and business-related competitive events.

More than 1,600 of America’s best and brightest college students traveled to the Windy City to Step Up to the Challenge as they showcased their talents as future business leaders and vied for the opportunity to win more than \$81,000 in cash awards.

Delphia M. Schoenfeld from Fayetteville State University received national recognition at the PBL Awards of Excellence Program on June 27. Schoenfeld competed in Help Desk and Justice Administration and brought home Third and Seventh place. Help Desk is an event where a student analyzes a situation and helps a caller with technical computer issues. Justice Administration is an event that tests a participant’s knowledge on juvenile and adult courts, as well as land-mark court cases.

“I am so proud of Delphia. She represented the school professionally and proudly,” said Dr. Carolyn Jewell-Spillers, Chapter Advisor and Assistant Professor of



Management at FSU. The award was part of a comprehensive national competitive events program sponsored by FBLA-PBL that recognizes and rewards excellence in a broad range of business and career-related areas. For many students, the competitive events are a capstone activity of their academic careers. In addition to the competitions, students immersed themselves in educational workshops, visited an information-packed exhibit hall, and attended motivational keynotes on a broad range of business topics.

FBLA-PBL, Inc. Future Business Leaders of America-Phi Beta Lambda, Inc., the largest and oldest student business organization, is a nonprofit 501(c)(3) education association with a quarter million members and advisers in over 6,500 active middle school, high school, and college chapters worldwide. Its mission is to bring business and education together in a positive working relationship through innovative leadership and career development programs. The association is headquartered in Reston, Virginia, just outside of Washington, D.C.

For more information, visit fbla-pbl.org.



(Photo L-R) Endowed Professor of Entrepreneurship, Dr. Steven Phelan, Delphia Schoenfeld, and Dr. Carolyn Jewell-Spillers

FSU Social Entrepreneurship Teams Continue Winning Streak: Both Teams Victorious at 2015 Conference

Congratulations are extended to the Fayetteville State University (FSU) graduate team—Marin Rachev, MBA student, Jasmine Gaston, MS Biology student, and Brian Olson, an undergraduate biology major—as well as to the team advisors/coaches—Dr. Steven Phelan and Mr. Greg McElveen of the School of Business and Economics and Dr. Shirley Chao of the College of Arts and Sciences. FSU's graduate team placed first in the 3rd Annual Social Entrepreneurship Conference sponsored by the University of North Carolina General Administration on February 11, 2015.

Both the graduate and the undergraduate teams from FSU competed and progressed to the final round. A total of 44 teams from the other 16 institutions in the UNC system participated in the competition. These included 27 undergraduate teams and 17 graduate teams. Each team presented their social entrepreneurship ideas and business plans to judges made up of CEOs and other business and industry leaders. Six teams were selected as finalists in the undergrad category and four teams were selected as finalists in the grad category.

FSU was the only institution to have teams as finalists in both graduate and undergraduate categories. Not only did the graduate team place first, but the undergraduate team was named 2nd runner up (3rd place).

The graduate team's social entrepreneurship idea is a proposed business for a product named CannaMix. CannaMix is a patent-pending insecticide developed at FSU in the Department of Biological Sciences, under the leadership of Dr. Shirley Chao, Associate Professor of Biology and Researcher. This product is unique in that it is an organic, hemp-based, non-toxic pesticide that is safe for humans yet as effective as current pesticides used in the agriculture industry--most of which are highly toxic and often carcinogenic.

The undergraduate teams social entrepreneurial idea was a proposed business named Lovely's Helping Hands that addresses needs of elderly, disabled and seriously ill individuals. This business proposes to provide food and essential prescription medicines to their target customer base through a service that delivers these items to their homes at a nominal cost based on a unique business model.

“I am extremely proud of the accomplishments of our students,” said FSU Chancellor James Anderson. “This contest is extremely competitive and consists of some of the best and brightest students in the University of North Carolina System. For our students to consistently rank near the top is a testimony to the caliber of teaching and research we do here at FSU.”



Fayetteville State University Graduate and Undergraduate 2015 Social Entrepreneurship Conference Teams: (L to R) Graduate Team presenters Marin Rachev and Jasmine Gaston and Undergraduate Team presenters Alita Baggett and Latia Carter.

The undergraduate team included business majors Alita Baggett and Latia Carter, and the graduate team included Marin Rachev, MBA student, Jasmine Gaston, MS Biology student, and Brian Olson, an undergraduate biology major. FSU continues its winning streak and record of being the only university in the UNC system to have had a winning team each year since the SEC competition began in 2012. This year, for the first time, both FSU teams were winners. In addition, FSU was the only HBCU to be a finalist in the undergraduate category. In the last three years, the winning teams have been from the School of Business and Economics with this year being the first year to include collaboration with the Department of Biological Sciences.

“I could not be more proud of what the School of Business and Economics and Biological Sciences students have accomplished this year in addition to our wins in the previous two years,” said Dr. Assad Tavakoli, Dean of the FSU School of Business and Economics at the time of the competition. “The faculty advisors and students worked tirelessly to perfect the required business plans and to prepare for the competitive presentations. Their diligence this year as in the past paid off and is representative of the high standards we set for ourselves and our students.”

The first place winner in the undergraduate team category was UNC Asheville.

“I am extremely proud of the accomplishments of our students,” said FSU Chancellor James Anderson. “This contest is extremely competitive and consists of some of the best and brightest students in the University of North Carolina System. For our students to consistently rank near the top is a testimony to the caliber of teaching and research we do here at FSU.”



--Chancellor James A. Anderson

Students Life, Organizations, and Updates

The *Journal of Ethics & Entrepreneurship* has recently accepted an article, titled “Entrepreneurial Leadership: Finding Spirituality and Sustainable Business Strategies of American Indian Entrepreneurs by Cammie Hunt, FSU Professor Eric Dent, and Student [Marin Rachev](#).

Student [Jasmin Isom](#) received three internship offers from the Accounting Club trip to the National Association of Black Accountants conference and accepted two offers -- one for a spring internship and one for the summer.

Student [Destiny Boykins](#) was named to the board of directors of Alpha Kappa Alpha Sorority, the oldest black female sorority in the world. She represents all of the undergraduate members in the country.

During the Fall 2015 semester, students of Professor R. McGee, ACCT424 Financial Statement Analysis, namely: [Alexis Jackson](#), [Catia Kelly](#), [Adam Midyette](#), [Victor Torres](#), [Magdiel Vazques](#), and [Patricia Anderson](#), passed the Certificate in International Financial Reporting [CertIFR] exam.

Likewise, in May 2015, [Gabriela Cortes](#); [Maria Mercedes Acevedo Jauregui](#); [Hao Lu](#); [Rasheed Ogedengbe](#); [Rafael Pineda](#); [Candice Forrest](#); [Jasmine Manning](#); [Na’thia Moses](#); [Joann Schreiner](#); and [Gary Wallace](#), passed the same exam.

The exam was given by the ACCA (Association of Chartered Certified Accountants), which is the oldest and most widely recognized accounting certification body in the world. It has been in existence for more than 100 years and is located in the U.K. Its exams are recognized in more than 100 countries.

The exam tested knowledge about International Financial Reporting Standards. These standards are not required (yet) in the United States because the U.S. has its own standards. However, they are becoming the accounting standards of choice for most other countries in the world. In order to become a member of the European Union, a country must adopt these standards. They are the standards used in the E.U. and much of the world. They are becoming increasingly important. Because the international standards are not yet required in the U.S., most students studying in American universities do not know much about them, although text-books in recent years have started to include information about international standards.

By passing this certification exam, the students are ahead of the curve because they know more about international financial reporting standards than most other students in America.



(Photo L-R) Assistant Dean Dr. J. Lee Brown, Destiny Boykin, Shawn Mangrum, Tarmri Graves, Amanda Bloodwin-Mills, Will Mobley. Not pictured: Shirley House, Majesti Graves, Donna Cooper, Brittany Koonce, and Calvin Cole

Dean's Student Advisory Council

The School of Business and Economics Dean's Student Advisory Council (SBE DSAC) is a board comprised of six students that works directly with the Dean to provide informal counsel on various issues affecting the undergraduate experience. The DSAC serves as the eyes and ears for the business department and serves as the voice of the SBE student body--a liaison assisting both faculty and students.

On November 13, 2015 at the SBE in the Shaw Auditorium, the DSAC team threw the Fall 2015 SBE Registration Party. It was an event targeted to get as many students as possible to register into classes for the Spring 2016 semester, as the DSAC understands that the registration process can be stressful and rather complex for undergraduate students. The DSAC entertained participants with faculty involvement, competitive games, cash prizes, good food, and great music, while encouraging and assisting students in the registration process. With the help of Bronco-iRadio and the SBE Entrepreneurship and Marketing Club, the DSAC team was able to make this event a success for the second year in a row.

The DSAC is honored to serve the SBE, while it encourages problem resolution, establish communication, and create relationships with faculty, staff, and fellow students.

Without a clear vision, it is impossible to attain a goal. The Entrepreneurship and Marketing Club (EMC) has updated its vision and established new goals to grow its presence on campus and enhance its impact.

In October, 2015, EMC sponsored the Bronco Idea Challenge. This challenge allows any student, regardless of major, to submit their business ideas in the form of an elevator pitch.

Another notable event for EMC in Fall, 2015 was the partnership with Harvest Family Church to Feed 1,000. During this event, EMC worked with the faculty, staff, and students of

The mission of the EMC is to provide students with hands on experiences that will teach them effective techniques to market products, services, and themselves. The Club engages in entrepreneurial ventures and networking with business professionals both on and off campus. Throughout the course of the fall 2015 semester, the club members worked diligently to advance the club's mission and make lasting impacts.

The Club's members demonstrated a strong commitment to its success.

Club members participated in many FSU activities, including the Homecoming event, represented both in the Homecoming Court coronation and parade by Mr. and Miss EMC, Myles Hester and Ashley Henderson. The two served as the face of EMC during homecoming and represented the club in a professional manner.

EMC also supported the Youth Entrepreneurship Day sponsored by the School of Business and Economics (SBE). Youth from ages 7-13 went through a six week training where they learned the basics of becoming an entrepreneur. At the end of the six weeks, they were given the opportunity to set up a lemonade stand at two locations in Fayetteville and sell their products to the community. EMC president Ashley Henderson and the 2014-2015 EMC president Tamri Graves attended the event to support the aspiring entrepreneurs, and provided assistance to the students at their refreshment stands.

Entrepreneurship and Marketing Club



FSU to collect food items and donations towards a goal of feeding 1,000 families in need during the Thanksgiving holiday season. EMC extended its sincerest gratitude for all who contributed and to Aramark, a special thank you, for donating enough food to feed approximately 250 families. In all, EMC was able to feed close to 300 families, and Harvest exceeded their goal of raising enough

food to feed 1,000 families.

While the EMC was busy in the Fall 2015 semester, that was only the beginning. Activities in the Spring semester--which included the first annual EMC week --will be covered in subsequent editions of this magazine.

Much time and effort has been put into the success of the club, and it is projected to continue on its upward climb. This is a club that was built by the students for the students, and would love to invite you to take part in the movement.



EMC Members (L-R): Myles Hester, Mike Yee, and Tamri Graves

Youth Entrepreneurship Conference



Evening of Excellence

Photo (L-R): Jacqueline Anderson, Dr. Boris Abbey, Dr. Wendy Ritz



EMC Members (L-R) Juanitor Nicholson, Joshua Perez, EMC Member, EMC Member, Ashley Henderson, Alia Crothers, and Jeniqua Bond



Homecoming

Photo (L-R): Myles Hester and Ashley Henderson



Food Harvest

ACCOUNTING and FINANCE Society

The goal of the Accounting and Finance Society is to enhance and prepare students for a successful career in the accounting profession. The Society serves the students by providing opportunities that will assist in networking opportunities, internships, co-ops, and job offers.



To join the Accounting and Finance Society, visit:
<https://uncfsu.collegiatelink.net/organization/accounting-society/about>



Contact Person:



Dr. Lynn Bible

Email: bbible@uncfsu.edu

Phone Number: 910.672.1666



BETA GAMMA SIGMA HONOR SOCIETY



Beta Gamma Sigma is the honor society for business programs accredited by AACSB International. To be eligible, undergraduates must be juniors or seniors and have cumulative grade point averages that rank in the top 10% of their class. MBA students with GPA's in the top 20% are also eligible.

In 2015 FSU's Beta Gamma Sigma faculty advisor, Dr. J. Lee Brown (assisted by Dr. Jennifer Bushell-Edghill and Assistant Dean Gregory McElveen) led the induction of the following students into chapter membership:

- Brittany Rashae Allen
- Eric D. Bishop
- Taneeka Carter
- Illona Egge
- Myles E. Hester
- Robert Leggett
- Joseph Charles Parrick
- Jadelyne Rorie
- Wesley Troy Singletary
- Rakieya M. Skinner



Professor Steven Phelan says that the real trick of entrepreneurship is creating something that people will pay money for and then keeping some of that money for yourself.

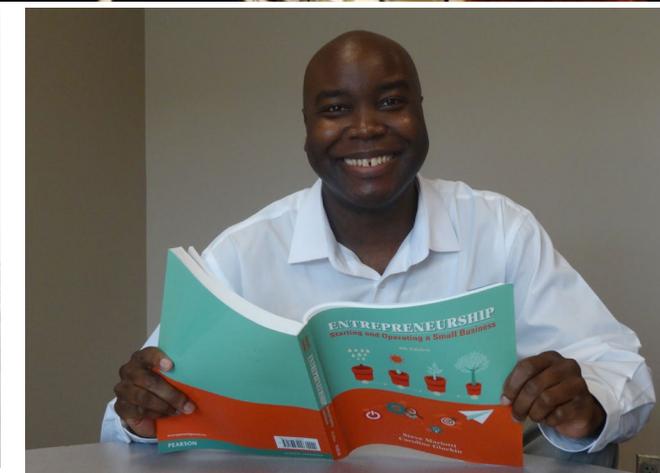
Students of Entrepreneurship under Dr. Phelan set up four locations on campus for a “lemonade business project”. This was a hands on learning opportunity to help prepare them for the real challenges facing the business world and work force.

This project was also set up by students of Dr. Phelan in Germany (see right above photo) when he taught Entrepreneurship last summer.



LEMONADE PROJECT:
Preparing students
for challenges
in the
real world





Sixth Annual

YOUTH ENTREPRENEURSHIP CONFERENCE

April 30, 2015



Master of Ceremonies Dr. Lee Brown with winning high school students from Elevator Pitch Competition

Presented by:

SCHOOL OF BUSINESS AND ECONOMICS

in collaboration with:

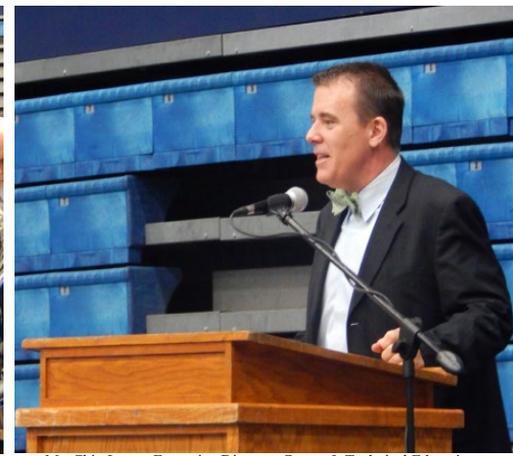
Cumberland County Schools



Fayetteville Mayor Nat Robertson



FSU Chancellor James Anderson seated with Elevator Pitch Competition Judges



Mr. Chip Lucas, Executive Director, Career & Technical Education, Cumberland County Schools

The Youth Entrepreneurship Conference is one of the most exciting events that the School of Business and Economics hosts on campus each year. This event gives our students, faculty, and staff the opportunity to encourage and assist some of Cumberland County’s best and brightest high school students to pursue their dreams.

The objective of the conference is to provide tools and inspiration to help high school students approach life with an entrepreneurial, “can-do” mindset. Mr. Nicholas Perkins, a 2003 graduate of the FSU SBE, and founder/CEO of Perkins Management Services, offered his keynote speech to the students. Mr. Perkins provides college dining services for 10 college campuses around the country. He has received multiple honors and awards recognizing his entrepreneurial successes, including: U.S. Coast Guard Small Business of the Year, 2011; One of the *Fayetteville News and Observer* “2011 Top 40 under 40,” and Fayetteville Business and Professional League Entrepreneur of the Year, 2009.

The “Elevator Pitch Competition” is one of the highlights of the conference. This provides an opportunity for students from each area high school to briefly present their business ideas to a panel of judges comprised of area business leaders. First place was awarded to students Kori Hyer and Raiba Soada of Terry Sanford High School. They received a trophy and \$500. Second place went to students Danita McDuffie and Bria Johnson of Terry Sanford High School. Both students received a trophy and \$250. Third place was awarded to students Eljyn Tantiangco and Matthew Gort of Gray’s Creek High School, who both received a trophy and \$150.





Youth ENTREPRENEURSHIP DAY

October 17, 2015
Beverage Sales!!

Stands located at Fayetteville's:

Manna Church: 10:00 am-2:00pm
(5117 Cliffdale Road)

Northwood Temple Church: 10:00 am-2:00pm
(4250 Ramsey St.)

Please come out and support our young entrepreneurs from **The Boys and Girls Club of Cumberland County** and **Great Oak Youth Center**. They will be selling lemonade, various flavored punches, and bottled water.

Morgan Stanley FAYETTEVILLE STATE UNIVERSITY Piedmont Natural Gas



YOUTH

ENTREPRENEURSHIP DAY

In 2014, Mrs. Nancy Anderson, the wife of Fayetteville State University Chancellor James A. Anderson, helped initiate a very tangible lesson in financial responsibility and entrepreneurship for Fayetteville youth. In 2015 Mrs. Anderson once again led this project to train the next generation of budding entrepreneurs.

Area students found out what it was like to own and operate their own businesses and learned financial responsibility. They participated in Youth Entrepreneurship Day, a program for children ages 9-12 on October 17, 2015. Students from the Boys and Girls Club of Cumberland County and Great Oaks Youth Development Center operated beverage stands and sold lemonade, a variety of flavored punches, bottled water, and snacks. The beverage stands were located in the parking lots of Manna and Northwood Temple churches and were open from 10 a.m. to 2 p.m.

Prior to the Youth Entrepreneurship Day, children from the Boys & Girls Club and from Great Oaks Youth Development Centers, Inc. worked with FSU faculty to develop their entrepreneurial skills. Faculty followed a customized curriculum guide, Biz Kid\$™, to teach the youth how to market and sell a product. Children at each center were divided into groups where they

selected a beverage to sell, set a fundraising goal, identified the costs, set a price, and developed a promotional plan. A spokesperson from each group presented the business plan to “investors” from Morgan Stanley and Piedmont Natural Gas to secure funding.

“This program was a huge success last year and Fayetteville State University and its sponsors are pleased to be able to support these students again,” said Dr. Pam Jackson, Dean of the FSU School of Business and Economics. This project was the idea of FSU First Lady Nancy Anderson and she has done a tremendous job in insuring the project’s success. Mrs. Anderson proudly noted that:

“This initiative strengthens FSU’s on-going work through business, volunteer and philanthropic partnerships to provide financial literacy education and to train the next generation of budding entrepreneurs in our community.”

Youth Entrepreneurship Day is sponsored by Fayetteville State University, Morgan Stanley, Piedmont Natural Gas, Manna Church, Northwood Temple Church, Aramark, The McEachin Family, FSU’s Small Business and Technology Development Center, McDonald’s, BJs, and Fayetteville/Fort Bragg Alumni Chapter of Kappa Alpha Psi Fraternity.

BRONCO

IDEA *Creativity and Innovation
in Action*

CHALLENGE

Fayetteville State University's (FSU) Bronco Idea Challenge is an opportunity for students to showcase their business ideas. The Challenge, launched by the School of Business and Economics (SBE), encourages students to develop their entrepreneurial and creative thinking as well as their communication skills. The contest is sponsored by the Entrepreneurship and Marketing Club (EMC) and is funded through the FSU Endowed Chair in Entrepreneurship. Professors Caroline Glackin and Wendy Ritz, faculty advisors for the EMC, stated that **"The Bronco Idea Challenge is an excellent way for students to explore their entrepreneurial ideas in a positive, encouraging environment and to get feedback from professionals."**

First place was awarded to Ife Presswood for #Thick™. Presswood was a graduating senior and marketing major who plans to implement this business idea in the near future. #Thick is a lifestyle website which curates a collection of online retailers that specialize in clothing and accessories for "thick" women, particularly those that are younger fashionistas. Presswood won \$500.

Second place was awarded to Aaliyah Vinson for Express Yourself LLC. Vinson is a business administration student with a concentration in entrepreneurship. Express Yourself™ is designed as a modeling studio with a focus on self-esteem, building self-confidence and inclusiveness. Vinson won \$300.

Third place was awarded to Marissa Ortiz for Spiritual Connections LLC. Ortiz is a senior majoring in criminal justice. Spiritual Connections is a matching

service for devout Christians who want to meet other active Christians with the confidence that religious participation is genuine. Ortiz won \$150.

The 10 finalists presented their ideas in elevator pitches – brief, well-planned descriptions of their business ideas – to a panel of judges and attendees of the Bronco Idea Challenge Finals and Awards Ceremony on November 12, 2015. Judges included Juawana Colbert, Director, Economic Development for Economic Development Alliance of Fayetteville and Cumberland County, Antonio Ervin, Owner of Fayetteville's Five Guys Burgers and Fries franchises, and Rasa Vella, Consultant.

Dr. Pamela Jackson, SBE Dean, was delighted with the final competition and the selection of winners. She said, **"We are encouraged and excited about the level of interest in entrepreneurship across the FSU campus. It is refreshing to see students identify entrepreneurial ideas and work to make them reality. The School of Business and Economics is proud to support efforts to develop entrepreneurial thinking and action university-wide."**

The Bronco Idea Challenge entries were judged according to the following criteria: 1) Creative, original, and memorable; 2) Addresses a real market need; 3) Opportunity and returns identified are compelling and believable; and 4) Presentation is clear, concise, and logical. The judges were happy with the presentations and had a challenging time selecting the final three winners.

The quality of the presentations led the judges to offer support to the entrants. Winners of the Bronco Idea Challenge are encouraged to continue their entrepreneurial endeavors!



1

Ife Presswood



2

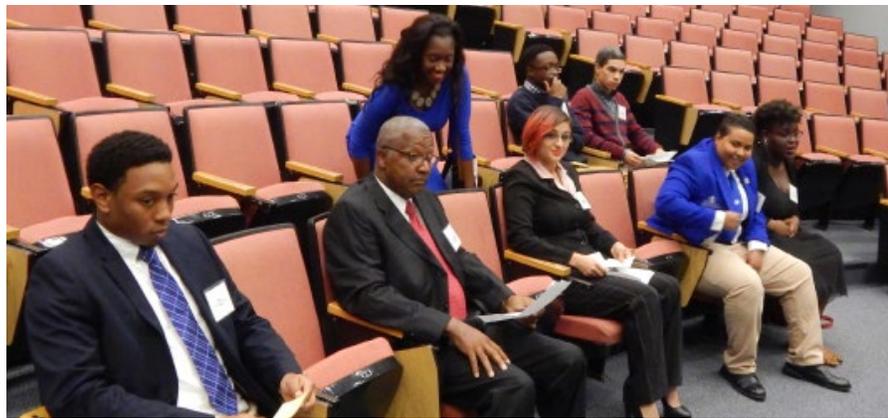
Aaliyah Vinson



3

Marissa Ortiz

THE WINNERS



A. Henderson

U. Olden

S. Randolph

C. White

A. Boyd

N. Pennix

G. Martin

P. Jackson-Woods

THE FINALISTS

Cultivating Profits with Small Scale Farming



The Fayetteville State University's (FSU) EDA University Center at the School of Business and Economics (SBE) partnered with Spence Family Farms, Sustainable Neighbors and the North Carolina Department of Agriculture, Small Farms Division to host the first Annual Agriculture Conference that focused on innovative ways of farming.

The purpose of this conference, held on October 16, 2015, was to highlight farming methods that can yield profit with minimal equipment and labor. Individuals were trained on the business model of Small Plot Intensive (SPIN) Farming and the applied approach of six-figure farming with limited acreage. The conference ended with collectively applying the principles that were taught on the Spence Family Farms.

A significant feature of this conference is that it was facilitated by a farmer, Abundant Life Farm. Due to the overwhelming response, subsequent webinars were developed to help teach the principles of profitable small scale farming.

Representative comments from participants:

"Hi This is Shirley Johnson thanking you for a terrific conference. It was so informative, the time just flew by and before I knew it, it was over. Both of us got so much out of it and the presentations were great. Thank you for all the work that must have gone into making it such a great day for us."
--Shirley & Bob Johnson

"FEE Nominal AND PHENOMENAL!!! Opportunity, fellowship, networking, hands-on and the list goes on. . . ."

"To all you visionaries, all you organizers, all you do gooders... Amen."

"Looking forward to the next time and being able to take part at whatever level(s) I can. . . already sharing with others. . . ."

HALLL'ELUJAH. Amen."

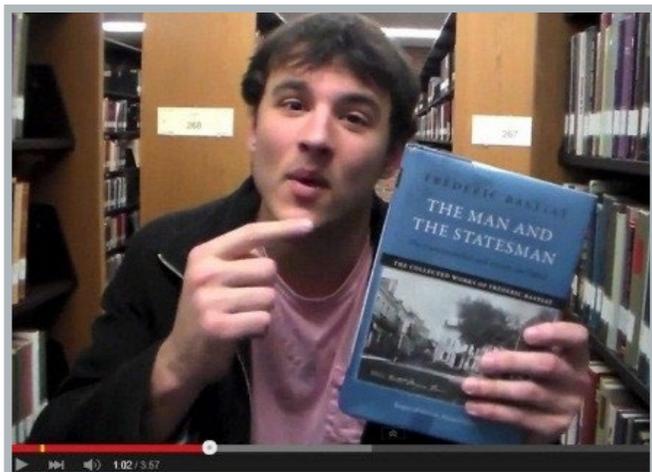
--Sybil Mitchell Simmons



JurLonna Walker, Director
Fayetteville State University
Economic Development Administration (EDA) University Center

The EDA University Center's mission is to accelerate business expansion in select innovation clusters by proactively linking existing firms with the knowledge, resources, and technical assistance that will enable them to effectively introduce new products, win new contracts, improve efficiency, and create high paying jobs. The Center focuses particularly on the high innovation sectors of energy, defense, and agriculture. The region served has relatively high levels of economic distress, and includes 15 counties located in southeastern North Carolina: Bladen, Brunswick, Columbus, Cumberland, Harnett, Hoke, Lee, Montgomery, Moore, New Hanover, Pender, Richmond, Robeson, Sampson, and Scotland.

School of Business and Economics Congratulates the Winners of the 2014-2015 Economics Music Video Contest



“Free Yourself”
Hillsdale College of Michigan



“Market Go Us Fallin’ in Love”
New Jersey Georgian Court University



“100% Reason for Prosperity”
Indian River High Central High School

In March 20, 2015, the Fayetteville State University Hackley Endowment for the Study of Capitalism and Free Enterprise announced the winners of the 2014-2015 Economics Music Video Contest titled “Market Promote Peace.” Professor Edward Stringham, who supervised the contest, said that all the entries were great and brought out the creativity of the students.” The competition’s judges included Professors Mike Munger of Duke University, John Tomasi of Brown University, and the Emergent Order Founder, John Papola.

The videos were judged according to their economic content, creativity and entertainment factor, catchiness of tune, storytelling, video quality, with the number of YouTube views and likes.

First place and \$2,500 went to “Free Yourself,” created by students of Hillsdale College in Michigan, with Mike Reagan as team leader, under Professor Butler. The video parodies “Lose Yourself” by Eminem and has good economic content.

Two videos tied for second place and each received a \$500 prize. One was “Market Go Us Fallin’ in Love” video created by students of New Jersey Georgian Court University, with Jeff Wallster as team leader, under Professor Nancy Sardon. The other was “100% Reason for Prosperity” created by students of Indian River Central High School, with Ashley Seybolt as team leader, under teacher Justin Burdick.

Fourth place winner went to the creator of “Goods Belong to Me” from students at Lincoln High School, with Spencer Reilly as team leader, under Professor Rick Lagreide. To view the winning entries, visit the YouTube playlist at the following link: <https://www.youtube.com/playlist?list=PLjiT5tt-WVprUvcaxGSLqXmd4tHD3YeJi>.

Recognizing the Sacrifices of our Nation's Men and Women Veterans

The Fayetteville State University School of Business and Economics is home to the Veterans Business Outreach Center (VBOC) which serves eight states in the U.S. Small Business Administration's District IV. Through VBOC, FSU offers training to these veterans transitioning from active duty to civilian life.

Fayetteville, NC is home to Ft. Bragg, Pope Army Airfield, and approximately 50,000 military retirees. That number is growing with the draw-down of troops from Iraq and Afghanistan. Nearby are Marine Corps Base Camp Lejeune, Seymour Johnson Air Force Base, and Cherry Point Marine Corps Air Station. In Fayetteville, VBOC is uniquely positioned to provide training assistance and counseling support to active duty personnel transitioning from those bases as well as to all area veterans and spouses. The VBOC program functions as a district-wide business and technology entrepreneurial start-up and extension service for U.S. service veterans and disabled veterans, active duty members transitioning into civilian life, Army National Guard, reserve components, spouses, and survivors of the aforementioned. With great respect, FSU and VBOC recognize the sacrifices of our nation's men and women veterans.

The FSU Entrepreneur Boot Camp for Veterans (EBC)

One specific program to meet the needs of District IV veterans is the Entrepreneur Boot Camp for Veterans (EBC).

The EBC program was founded by the VBOC in conjunction with the FSU School of Business,

with a graduating class of approximately twenty two veteran entrepreneurs. The goal of EBC is to provide veterans with the training, professional networks, and support required to successfully

created 72 new veteran-owned businesses by the close of 2015, by approximately 60 percent of its graduates. An integral segment of

EBC graduates are asked to complete a series of surveys after completing the course. Those surveys have consistently shown a 98 percent Satisfaction Rating in all training categories and are constantly used to improve our program.

2014/2015 Resource Partnerships

Partnerships play a key role in VBOC's success. VBOC partners with many local, statewide, and national organizations offering specialized services to veterans to include: University of North Carolina Campuses and the North Carolina Community College System's Small Business Centers; Small Business Technology and Development Centers; U.S. Small Business Administration District Offices, Senior Area Managers, and National Small Business Development Centers across District IV; Defense Logistics Agency (the VBOC regularly refers veteran clients to the Defense Logistics Agency's national Procurement Technical Assistance Centers or PTACs); State Departments of Commerce, Agriculture and the Secretary of State Corporations Divisions throughout District IV; Women's Centers (in Fayetteville, the Women's Center is the Center for Economic Empowerment & Development); and NC Farm Center.

The VBOC counseled 613 veterans and spouses in 2014/2015. It held 98 training events and 1,616 veterans, spouses, Guard, reserves, and family members attended.



and Economics (SBE) in 2010. The EBC is home to FSU's award winning entrepreneurship program and serves those men and women who have sacrificed for our country. The program was conceived as a venture to provide world class training in entrepreneurship and small business management to veterans and spouses without any cost to the veteran. Taught by faculty from the SBE along with area business owners and government professionals. The EBC is a week-long immersion class that covers the fundamentals of business start-up and augmentation. The class is offered annually in March

launch and grow a business. EBC graduates represent a diverse group who share not only service to our country but dreams of entrepreneurial success. Many of our EBC graduates are proud business owners, founding companies in industries ranging from government contracting, construction, food service, outdoor equipment, real estate and consulting. Primarily targeted toward the Warrior Transition Battalion (Wounded Warriors, personnel from the Army Career and Alumni Program, and Marine Corps and Army Transition Assistance Programs, EBC estimates that its graduates

the EBC program is not only helping graduates start their own business but also continuing to mentor in future years as their venture grows into a mainstream business. Following the veterans' graduation from EBC, VBOC staff stay engaged with the students in a variety of roles in order to help graduates realize their goals. The EBC technical assistance program is comprised of staff, professors, entrepreneurs, and other professionals willing to share their experience, education and expertise with the graduates. All

CEE Providing Literacy and Economic Education



Source: Google images



Source: Google images

<http://www.uncfsu.edu/cee>

Dr. Abdoul Wane
Email: awane@uncfsu.edu
Phone: 910.672.1370



The Center for Economic Education (CEE at Fayetteville State University School of Business and Economics (FSU SBE) is very active in working with the Council for Economic Education and the NC Council of Economic Education (NC-CEE) to develop and distribute unique field-tested materials for use in the classroom. Aside from working along with NC-CEE, CEE has other numerous services, which include: providing professional development and NC financial literacy training through workshops, seminars and university-based courses for secondary and primary school teachers at no cost to teachers or schools; participating in NCCEE sponsored statewide academic and standards-based competitions that foster interest in economics and financial literacy and enhance the learning experience; working with policymakers as advocates for economic education and financial literacy initiatives in the public schools in conjunction with NCCEE; and working with the NC Department of Public Instruction to distribute standards-based curriculum at no cost to teachers or schools.

Dr. Inder P. Nijhawan who was the CEE director for at least the past decade has recently retired and is now replaced by Dr. Abdoul Wane. Dr. Abdoul Wane officially took over the CEE reins in September 1, 2015 though he has been the acting Director since February 2015.

Dr. Abdoul Wane received his PhD in Economics from the Department of Economics at Southern Illinois University, Carbondale. He joined FSU in August 2003. He currently teaches Economics courses including principles of Microeconomics and Macroeconomics, Managerial Economics, Statistics and Money and Banking courses. His research interests focus on effects of monetary and fiscal policies on output, Capital Asset Pricing Model (CAPM), and Risks and Returns of emerging Asian stock markets. He has published in several journals including the International Business and Economics Research Journal, Journal of Business and Economics Research, International Journal of Business Research, Midwestern Business and Economic Review, Journal of Financial Education and Journal of Finance Case Research. Dr. Wane is proficient in Threshold and Momentum Threshold Autoregressive equation modeling applications, ARCH and GARCH equation modeling and statistical packages such as EVIEWS, RATS, SAS and SPSS. He is a member of the following professional organizations: AEA, AAEA, SSEA, AFS, AEF, AIBE, IABPAD, and WEAI.

The Small Business Technology Development Center (SBTDC) is a UNC system wide resource provider for North Carolina's small businesses. The SBTDC's experienced and knowledgeable business counselors are equipped to help with a wide variety of business problems, issues, and challenges. Our clients say that working with the SBTDC has helped them achieve better decisions. Managing a business means making serious and difficult decisions; but you don't have to do it alone. The SBTDC's management counselors provide one-on-one assistance to help you:

- Review, confirm and enhance your current plans
- Discover and evaluate new opportunities
- Acquire new ideas

Better Information. The better the information you have, the greater chance you have of out-performing your competitors.

All of this is designed so that you can make the best decisions possible for your business. The SBTDC has experienced counselors, specialized market research staff, and numerous research databases to help you obtain better information. We can provide you with the knowledge and data to:

- Better understand existing customers
- Find new customers
- Recognize direct and indirect competitors
- Identify industry trends assess your location or trade area
- Learn operational tips and best practices (human resources, marketing, and management)

Better Financial Performance. Everyone wants

their business to be more profitable. The SBTDC can help you to:

- Understand your financial data and reports
- Analyze your costs and revenues
- Identify problem areas
- Develop a plan for improvement and prepare financial projections by using our knowledge and experience, along with the latest analytical tools
- Select and pursue the best approach to growing your business.

Better Employee Performance. Are your employees and managers as efficient and

productive as they should be? The SBTDC has the experience and tool sets to help you:

- Strengthen leadership and management skills
- Identify and develop new leaders
- Refine processes to improve performance
- Enhance communications and

team performance

Better Future Direction. You may see a need to revitalize your business—or you may be assessing how to better position your business for the future. The SBTDC can help you develop and implement strategies to:

- Address short-term turnaround needs
- Create or expand markets Improve or create products and services
- Reposition your business long-term
- Address leadership or ownership succession

The SBTDC's services are designed to save you time and accelerate your plans for a better future.



Ms. Cindy Broccolo got three job offers from three of the big four (KPMG, PWC, and Deloitte) and accepted the offer with Deloitte. She will be working at the Raleigh, NC Office.

Mr. Nkemji also received an offer from Deloitte and accepted the offer. He will be working in Charlotte, NC.

Mr. Jason Redinbo, a 2013 BS accounting graduate who earned a masters of accountancy at DePaul University, is now employed at Deloitte in Charlotte.

Ms. Kristiana Gerringer, a 2013 MIS graduate, is now working at Lenovo. She said, "I am now in a position where I utilize a lot of skillsets that I learned in classes at Fayetteville State University (especially gathering requirements, building UATs and database management). While she was at Fayetteville State University, she was the student president of Association of Information Technology Professionals (AITP.) Before her graduation, she was able to get a job because of AITP, as it provided networking opportunities to the students.

Ms. Teneika Askew, who won first place in the 2013 Bronco Idea Challenge Contest sponsored by the School of Business and Economics, with her idea, "Employment Security Mobil Application", is currently working at Booz Allen Hamilton at the Washington Navy Yard as Business Systems Analyst. Teneika, along with two other FSU winners Lynette Bacote and Shona Barnes, attended the 2013 Collegiate Entrepreneur's Organization Conference in Chicago as part of their winnings, and competed in the National Elevator Pitch Competition at the conference.

Submit a Class Note

Let us know what you have been up to since graduation. Reconnect with us. Share your successes, notes, and photos. Submit a Class Note for publication in the Fayetteville State University School of Business and Economics (FSU SBE) newsletter and annual magazine.



An electronic copy of the FSU SBE newsletter and magazine can be found at <http://www.uncfsu.edu/ia/marketing/publications>.

SBE Faculty Continue to Receive Awards and Recognition . . . and Keep the Presses Running



Professor Eric Dent received the Outstanding Reviewer Award from the Academy of Management Conference: Management, Spirituality, and Religion Division along with Ronda Ansted, for the paper, “Profit and Social Value: An Analysis of Strategies and Sustainability at the Base of the Pyramid, Vancouver, August 2015.



Professor Beth Hogan, is the new president of the Cumberland Health-NET (CHN) Board of Directors. She has been actively involved with CHN, a non-profit organization that coordinates healthcare for the uninsured population of Cumberland County, since its inception in 2010. Hogan also received recognition as the 3rd Place Poster Prize for Train Them Up: Using a Service Learning Model to Teach the ACA in the 2015 Association of University Programs in Health Administration as the



Professor Amon Okpala published a paper on “The Role of School Life Expectancy and Urbanization on Adult Literacy Rates in sub-Saharan Africa,” in *International Business and Economic Research Journal* with Professor Comfort Okpala. This paper examines the role of urbanization and school life expectancy on adult literacy. Paper has generated interest from scholars. During the 2016 AERA Annual Meeting, Dr. Okpala will be presenting a paper on “Female Literacy in Sub-Saharan Africa: Examining the Role of Index of Economic Freedom and Religion. The meeting received over 13,000 submissions, and each submission was reviewed by highly qualified researchers.



Professor Ruth King was selected as an inaugural i3@UNC Fellow (University of North Carolina Instructional Innovation Incubator) in August 2014. Dr. King’s research on the website identity and repeat online purchase has been accepted to be published in the *International Journal of Electronic Commerce* (IJEC). IJEC is the premium journal in the area of electronic commerce. Her research investigates why consumers frequent certain websites and how web vendors can approach their Web site with the targeted investments for better customer experience and higher profitability.



Professor Robert McGee taught a CPA review class at Instituto Tecnológico Autónomo de México (ITAM) in Mexico City over the summer. Research Gate Statistics ranked him as the most read author from his institution, and the most read author in social and political philosophy, as of December 06, 2015. In July, Dr. McGee won 3 silver medals in the Taekwondo World Championship tournament in Little Rock, AR, ranking him #2 in the world in the Songahm Taekwondo style. He is also ranked #4 in North America in karate. His first novel, *Justifiable Homicide: A Political Thriller* made the Amazon Best-Seller list and have been translated into French, German, Italian, Spanish, and Portuguese.



Professor Bee Yew has published a paper, “An Analysis of Individual Tax Morale for Russia: Before and After Flat Tax Reform” in the *Journal of International Business Research* with professors Robert McGee and Valentin B. Milanov. Readers from 40 different countries have shown interest in this paper.

WE SAY **HELLO** TO . . .
THE NEW SBE FACULTY

AND **GOODBYE** TO . . .



Mr. Eric Anderson
Lecturer



Dr. Burcu Adivar
Assistant Professor of
Management



Mrs. Renelle Brown
Lecturer of Accounting



Dr. Caroline Glackin
Assistant Professor of Entrepreneurship



Mr. Charles McKellar
Lecturer of Management Information
Technology and Director of Informa-
tion Technology Labs



Mrs. Garistine Simmons
Lecturer of Finance and Accounting



Dr. Ramon Yallapragada, who received the 2012-2013 Fayetteville State University Teacher of the Year award, retired in 2015 after nine years of teaching in the Department of Accounting. Dr. Ram, obtained his doctorate in accounting from the University of Houston. He holds a CPA certificate from the state of Louisiana.

Professor Yvette Essounga, Assistant Professor of Management

Dr. Lewis Hershey, Professor Marketing

Dr. Tamuchin McCreless, Assistant Professor of Healthcare Information Systems

Dr. David Pistrui, Associate Professor of Entrepreneurship, and Director of the Office of Entrepreneurship

Dr. Hani Tadros, Instructor of Accounting

Dr. Dinesh Sharma, Professor of Management

Dr. Edward Stringham, Professor of Entrepreneurship and Endowed Chair, Hackley Endowment for the Study of Capitalism and Free Enterprise

Dr. Thomas Zeni, Instructor of Management

Thank you Dean Assad Tavakoli for a Decade of Impactful Service to the FSU School of Business and Economics

It is difficult to imagine the FSU School of Business and Economics without Dean Assad Tavakoli at its helm. His decision to step down from the dean's position surprised students, staff, faculty, and administration alike. Many of us wanted to persuade him to continue, but realizing that the decision was triggered by health reasons, we understood that his health must take precedence over the school needs.

The average tenure of a dean of Business school is about 4.7 years. Dr. Tavakoli served as a dean two times the average term of a dean. This remarkable achievement could not have been possible but for his strong professional and personal attributes.

The dream of AACSB accreditation of the school began with the first dean of the School, Dr. Grace C Black. Since then every dean took steps towards the accreditation. It was, however, Dean Tavakoli's meticulous planning, unswerving commitment, and strong team that led to the fulfillment of the school's goal of AACSB accreditation.

Dean Tavakoli is a thought leader with excellent organization skills. His ability to foresee future trends in the world of business, plan for these anticipated changes and encourage incorporation of these trends into the curriculum has contributed to the placement of the online MBA program among the top 100 programs in the nation. He realized that business student needs are changing and accordingly the FSU business school must offer courses with enhanced accessibility. As a result, the MBA program began to offer satellite campuses, and on-line courses were made an

integral part of the MBA curriculum. This foresight lifted the reputation of FSU to third best on-line MBA program in North Carolina.

Dr. Tavakoli has a keen desire to excel. The journey to a nationally ranked Business school could not have been possible without his relentless commitment to excellence. Dean Tavakoli always insisted that the quality of the curriculum, faculty and students must improve continuously. In his teaching and mentoring, students were always in the center stage. He spent many hours working with students, and inspired many to compete in MBA student competitions. The trophies that adorn the entrance to the School of Business and Economics are as much a testimonial to his commitment to excellence as to the students who won the highly coveted awards.

*Thank
you*

To manage faculty with diverse interests and backgrounds is not easy. It requires uncommon personal traits to corral the varied and sometimes strident voices of intellectuals for a common goal. Dean Tavakoli's worked hard to support faculty members to enable them to do their best.

His disarming smile, amiable disposition, and enormous patience helped him to address challenges and build rapport with faculty, students, staff and business community.

For his manifold accomplishments, Dr. Tavakoli deserves to be congratulated. The proud legacy he leaves behind will be cherished by the entire Bronco family and particularly by students, staff and faculty of the School of Business and Economics.



Dr.



T.



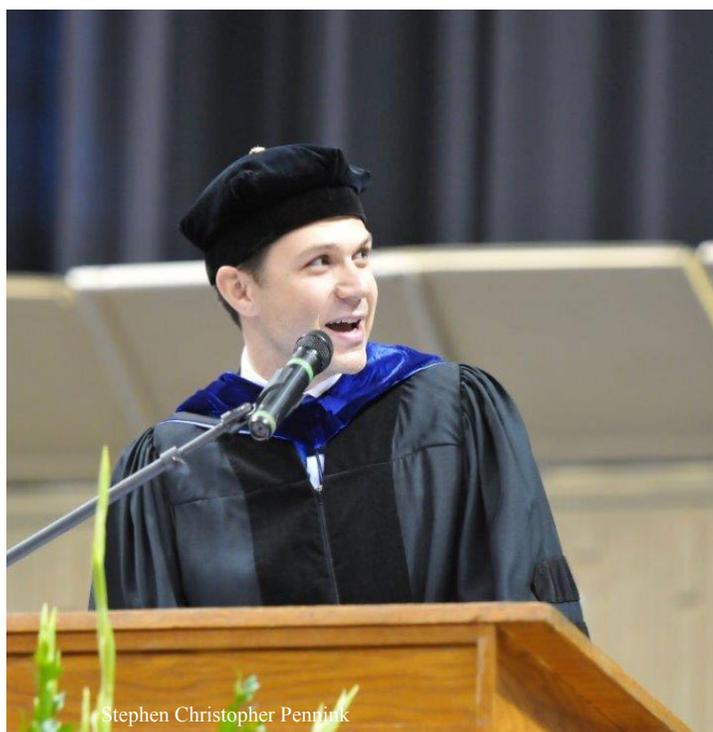
BUSINESS SCHOOL GRADUATE DELIVERS COMMENCEMENT ADDRESS



Fayetteville State University (FSU) alumnus Stephen Christopher Pennink served as speaker for the institution's 26th Winter Commencement, December 12, 2015, at the Crown Coliseum in Fayetteville, North Carolina. Pennink, a Fayetteville native who resides in Charlotte, currently serves as associate buyer for Family Dollar Cookies, Crackers, and Salty Snacks. At Family Dollar, he manages the profit and loss of \$600 million in sales, item assortment, and marketing programs. Prior to joining Family Dollar, he held a similar position at Sam's Convenience Store Snacks and Candy. At Sam's, he served as associate buyer, assistant buyer, and merchandise assistant.

Pennink earned his bachelor of science in business administration with a concentration in finance from FSU in May 2010. A Chancellor's List and Dean's List honoree, he was a member of Beta Gamma Sigma, a business honor society. From June to August 2009, he studied abroad at East China University where he focused on the Mandarin language and Chinese culture. At FSU he was chapter president of Students in Free Enterprise, and was leader of the OFC Venture Challenge team that finished first in the nation in 2009-2010.

FSU Chancellor James A. Anderson, in his eighth year as chancellor and the university's 11th chief executive officer, presided over the commencement. He said, "I am pleased that Chris Pennink addressed our graduates. His family members are pillars in the community, and he is a proud graduate of Fayetteville State University. He shared a tremendous story about his experiences at the institution and how it prepared him for his personal and professional endeavors. He imparted a message that was both motivational and inspiring to the winter graduating class."



Stephen Christopher Pennink

GREAT ALUMNI

MAKE FSU AN EVEN STRONGER UNIVERSITY



Nicholas Perkins

- 1. Update your mailing address**
- 2. Update your email address.**
- 3. Come and join us to FSU events.**
- 4. Host an event.**
- 5. Connect with FSU on social media.**
- 6. Hire our students.**
- 7. Submit a class note. Share your success, memories or condolences.**
- 8. Make an annual contribution to FSU.**

LinkedIn SBE Alumni Connection:
<https://www.linkedin.com/groups/7402510>

Facebook SBE Connection:
<https://www.facebook.com/FSUSBE/>

SBE Advisory Board

The Dean's Advisory Board was formed to advise the leadership of the School on strategic direction, curriculum innovation, and access to resources. Board members assist the School in building closer ties within the business community, particularly those that provide opportunities for students and faculty.

- [Rodney Anderson](#) (Ret. General, U.S. Army)
- [Steve Blanchard](#) (Fayetteville Public Works Commission)
- [William Brooks](#) (BB&T)
- [Ben Brown](#) (JB Brown Associates) Advisory Board Chairperson
- [Patty Collie](#) (Morgan Stanley Smith Barney)
- [Earnest Curry](#) (IBM-retired)
- [Scott Daugherty](#) (SBTDC, NC Small Business Commissioner)
- [Dan Dederick](#) (Fayetteville Hendrick Chrysler Jeep)
- [Margaret Dickson](#) (former NC Senator)
- [Marshall Faircloth](#) (Cumberland County Board of Commissioners)
- [Michael Green](#) (Real Estate Development, NC Beautiful)
- [Thomas Green Jr.](#) (former U.S. GSA Administrator)
- [Dr. Ashok Jain](#) (Jain Pediatrics Clinics)
- [Cliff Johnson](#) (State Farm)
- [Dr. Brian Kent](#) (K3 Enterprises, FSU Center for Defense & Homeland Security)
- [M. Scott Lilly](#) (Thurgood Marshall College Fund)
- [Dr. Connette McMahon](#) (Jones Center for Women's Health)
- [Horace McCormick](#) (UNC Chapel Hill Kenan Flagler Business School)
- [Jean Moore](#) (Moore Exposure)
- [Dr. Inder Nijhawan](#), PhD (Professor Emeritus, Fayetteville State University)
- [Terry Owens](#) (Owens & Associates)
- [Nicholas Perkins](#) (Perkins Management Services Company)
- [William Pryor](#) (Cape Fear Valley Health Systems)
- [Alvin Ragland](#) (AHK Global Resources, LLC)
- [Sylvia Ray](#) (NC Center for Economic Empowerment and Development)
- [Russ Rogerson](#) (Fayetteville Regional Chamber of Commerce)
- [Rajan Shamdasani](#) (American Uniform/Real Estate Development)
- [Larry Shaw](#) (Shaw Food Services)
- [Col. Holly Silkman](#) (US Army--Airborne)
- [James Smith](#) (DJ Enterprises)
- [Greg Taylor](#) (Ft. Bragg Regional Alliance)

The faculty, staff, and students of the School of Business and Economics would like to extend their appreciation and sincere thanks to all of the members of the advisory board for their tremendous support and guidance to the School.

SBE

2016 *Events to be covered in the Next Issue*

UNC Social Entrepreneurship Conference	February 16
Entrepreneurship & Marketing Club (EMC) Shoe Drive	February 1 - 29
Academic Affairs Alumni Day	February 20
EMC Week	March 13 - 18
Dean's Advisory Board Meeting	March 22
Youth Entrepreneurship Conference	April 12
AACSB Accreditation Visit	May 2



SCHOOL OF BUSINESS AND ECONOMICS
1200 MURCHISON ROAD
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<http://www.unctsu.edu/sbe>

Fayetteville State University is committed to equality of educational opportunity and does not discriminate against applicants, students, or employees based on race, color, national origina, religion, age, or disability. It is the policy of Fayetteville State University to create diversity among its student body by recruiting and enrolling students without regard to race, gender, or ethnicity. Applicants of all races, gender, and ethic backgrounds are encouraged to apply for enrollment.

Fayetteville State University is proud to be a constituent institution of The University of North Carolina.